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ABSTRACT

The Town of Manassas Park (Virginia) officially became a city in 1975; shortly thereafter the State Board of Education certified the city as a separate school division. This report provides data regarding the method of initiating a viable and legal school division for 2,200 students to be in operation by September 1, 1976. Parameters set by city officials are that the total annual budget for the operation of the school division must not exceed $1.8 million, and the base salary for teachers be set at $7,500. Two contingency plans are contained in the report with staffing patterns, salaries and benefits, existing facilities and facilities that could be converted to educational use, a master calendar, and a proposed budget. (MLF)

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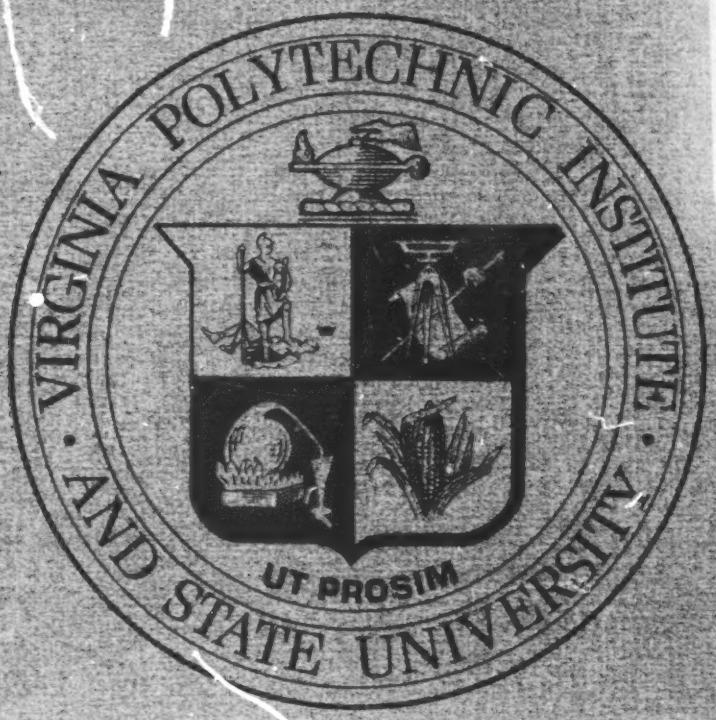

CONTINGENCY PLAN

CITY OF MANASSAS PARK, VIRGINIA

April 1, 1976

EA 008 245

CONTINGENCY PLAN OF OPERATION

REPORT

TO THE

CITY OF MANASSAS PARK

Glen I. Earthman

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April 1, 1976

CITY OF MANASSAS PARK

ROGER J. COSTELLO, MAYOR

COUNCIL MEMBERS

Robert J. Rowe
Paul W. Hurley
William Steele
John Alvarez
Vivian Pugh

City Manager

Gene Moore

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INTRODUCTION

Background

The Town of Manassas Park officially became a city under the Transition Statutes of the Commonwealth in 1975. Shortly thereafter, the State Board of Education certified the City as a separate school division of the Commonwealth. The City Council has appointed a three man School Board to begin the planning for a new organization. As yet no employees have been hired. In anticipation of the time when the school division must operate, the City officials and Council is desirous to determine the most expeditious manner in which a school division could be brought into existence. This report then, seeks to provide the data necessary for decision making regarding the method of initiating the organization.

The plan of operation utilizing these parameters was developed and presented to the City authorities. Subsequently, a second Plan of Operations was developed utilizing basically the same assumptions regarding budget, salary and number of students, but assuming the city would not have access to the present school facilities (Parkside and Manassas Park Elementaries) located within the City limits. The results of that study are also contained within this report.

The City of Manassas Park is unique in many respects from the surrounding area. The neighboring city, the City of Manassas, is an old, established settlement with a population of about 14,000 persons.

The City has large shopping centers and substantial light industry which provides a large base for the real estate tax. The City also has about 2900 students K- 2 which means that there is approximately $31,479 of taxable property behind each student. In contrast, the City of Manassas Park is much newer and is composed of almost exclusively small single dwelling housing. Manassas Park has approximately $21.1 million in assessed valuation with 2200 pupils which means that there is approximately $9,633 in taxable property behind each student which is quite a contrast with both the County and the City of Manassas.

As a result of the distribution of wealth in the Greater Manassas area and because the leaders of the City of Manassas Park desire to explore all possibilities in developing imaginative and relevant educational systems for the community, the assignment given to the Research Team was to devise a system of educating all of the City children that will meet the criteria given above through the utilization of innovative approaches to the traditional process of schooling. Additionally, any system of education which is utilized must meet all requirements of the Commonwealth of Virginia.

Study Parameters

Upon consultation with the City officials, the charge was given to the Research Team to plan for a viable and legal, but separate school division for 2200 students to be in operation by September 1, 1976. Further parameters of the problem are:

a. Approximately 800 of the 2200 students will be in the high school.

b. The schools must be operational by September 1, 1976.

c. The Research Team is to assume that the present school facilities will be available to the city.

d. A beginning salary for teachers of $7,500 was identified by the city officials and agreed to by the Research Team.

e. The total annual budget for the operation of the school division must not exceed $1.8 million.

With these parameters, the Research Team was able to proceed with the work of gathering data to formulate an acceptable plan for initiating a school division.

PLAN OF OPERATIONS

Plan I

The Teaching Staff:

In conversations with the City officials, a great deal of background regarding the socio-economic complexion of the City of Manassas Park became apparent. The City is not wealthy by most economic measures, but there is a great deal of civic pride and allegiance. The citizens of the City do contribute materially to the economy of the entire surrounding area. Because the shopping centers serving the area are located in the City of Manassas, the tax dollars flow to that municipality. The City of Manassas Park is a typical bedroom community of the City of Manassas and probably to even the D.C. area. Because the City is composed mostly of single dwelling housing, the tax base is relatively small; consequently, the amount of money available for the educational enterprise is limited.

In order to wisely utilize the available resources and at the same time meet the needs of the citizens and children, it is necessary to reconstruct an educational system with unique parameters. One such parameter is that the base salary of the teachers salary schedule be set at $7,500. With this parameter, the large question in designing a new school system was whether or not it was possible to hire sufficient teachers for $7,500 to

adequately man the school system and still meet the educational requirements of the Commonwealth. If it were impossible to obtain teachers for this salary the entire scheme would not work. Therefore, the Research Team immediately set forth to ascertain the feasibility of obtaining teachers at this salary. If the economic picture was different than what it apparently is today, the problem would have been impossible to solve. Fortunately, the Research Team was able to locate a sufficient number of teachers who would be willing to sign contracts to teach for the above stated amount to properly man the schools.

In order to define the need of the instructional staff certain assumptions have to be made. These assumptions deal with the numbers of students assigned to teachers and the method of organizing for instruction. Likewise, the amount of instructional space within the given facilities govern the numbers of teachers needed. The following assumptions held for this section of the report.

1. The incoming tenth, eleventh, and twelfth grade students will be allowed to stay in Osbourn Park High School and finish their high school program in that facility. The City of Manassas Park School Division will contract with the Prince William County School Division to allow these students to continue their programs.

This will reduce the total number of students to be accommodated in the two school facilities now located within the City limits. This strategy will allow for the minimum of interruption of the educational program of the senior high school students and effectively reduce the total school population from 2200 to approximately 1800 students.

2. With the reduced total student enrollment, the Parkside and Manassas Park school will be able to accommodate the entire student body. The City will, undoubtedly, be faced with the prospect of having to build new facilities in the near future, but the school administration and School Board will not have to meet that decision until a year from the opening of school.

3. A pupil-teacher ratio of 20/1 will be established for the general instructional program. This ratio will allow for a complete coverage of classes needed by this student body.

4. The general teaching staff will be augmented by a staff of specialists in various fields who will provide support for the instructional program. The number of specialists will be limited to nine staff members. The salary of these specialists will be based upon the regular teaching salary schedule.

The following list outlines a proposed staffing pattern for the newly created school division of Manassas Park. The specialization by grade level and content area is contingent upon current planning prerogative.

A major assumption of this Contigency Plan is that the citizens of Manassas Park desire the overall level of education equal to or surpassing that of similar divisions in the same geographic region. The quality of educational product provided for the Manassas Park students should be foremost in the minds of any group determining allotment of funds, facilities, and/or scope of total program. The following outline parallels the staffing pattern in operation at the comprehensive school division from which the city will be separating itself after careful consideration of the multivariate factors involved, this outline

reflects the analysis of the situation.

The planning process has been limited by the constraint of the number of instructional facilities. This lack of sufficient space has caused several alternatives to be evaluated, and the following list represents the most appropriate alternative under the present circumstances. The proposed staffing pattern has been planned in accordance with the number of actual classrooms available.

PROPOSED STAFFING FORMULA

MANASSAS PARK CITY SCHOOLS

School Board Members	3
Central Administration	
Superintendent	1
Director of Instruction	1
Director of Administrative & Supportive Services	1
Secretaries	
Superintendent's Office	1
Directors Offices	2

Elementary School: (K-6)

Grade	Enrollment		No. of Teachers
Kindergarten	155		6
First	178		7
Second	172		7
Third	174		7
Fourth	188		8
Fifth	164		7
Special Education	20		2
TOTAL	1051	TOTAL	44

Administration:

1	Principal
1	Assistant Principal
2	TOTAL

Special Teacher, Guidance and Librarian

1	Art Teacher
1	Music Teacher
1	Reading Specialist
1	Physical Ed. Teacher
1	Librarian
1	Guidance Counselor
6	TOTAL

Secretaries:

2	Main Office
1	Guidance Office
3	TOTAL

Classified:

3	Cafeteria Workers
2	Custodians
5	TOTAL

Middle School: (6-9)

Grade	Enrollment
Sixth	180
Seventh	182
Eighth	189
Ninth	169
Special Education	20
TOTAL	740

Teachers, Guidance and Librarians:	No. of Teachers
Physical Education	3
Special Education	2
Librarian	1
Art	2
Music	2
Home Economics	3
Industrial Arts	3
Business Education	2
Guidance Counselor	3
Foreign Language	2
English	8
Social Studies	7
Mathematics	7
Reading Specialist	1
TOTAL	46

Administration:

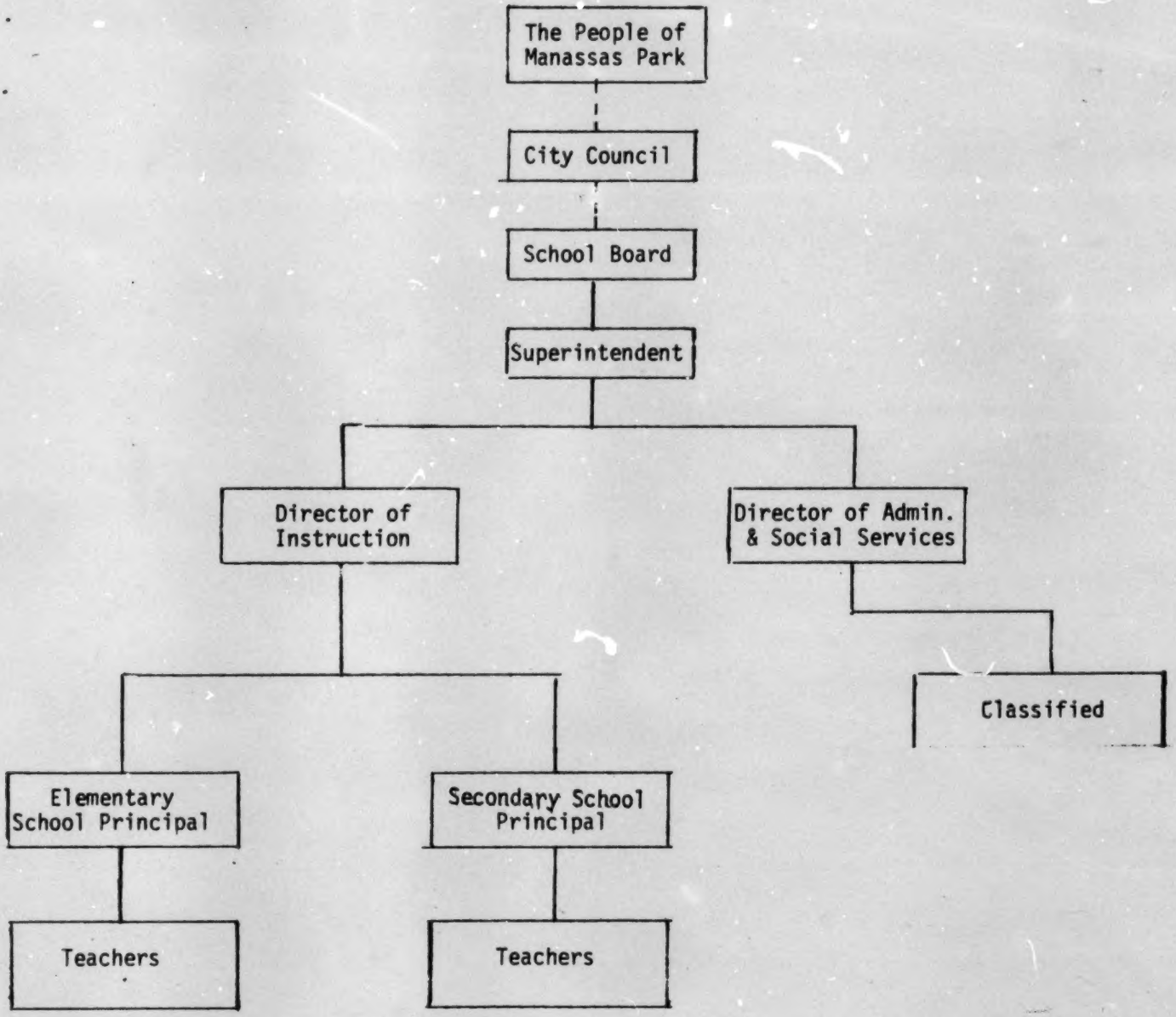
1	Principal
1	Assistant Principal
2	TOTAL

Secretaries:

2	Main Office
2	Guidance
4	TOTAL

Classified:

4	Cafeteria Workers
2	Custodians
6	TOTAL



SUGGESTED LINE AND STAFF

PROPOSED STAFFING FORMULA

MANASSAS PARK CITY SCHOOLS

SCHOOL BOARD MEMBERS	3
SUPERINTENDENT	1
DIRECTORS	2
PRINCIPALS	2
ASSISTANT PRINCIPALS	2
TEACHERS	90
GUIDANCE COUNSELORS	4
LIBRARIANS	2
SECRETARIES	10
CLASSIFIED	11
TOTAL	124

Salary and Benefits:

One of the parameters of the study was to employ teachers at a beginning salary of $7,500. The thought was that this beginning salary more nearly represented the school division and was within the budgetary constraints. This position is of course defensible in every respect and is consistent with the present economy. It is recognized that this salary is below what is now the mean starting salary in surrounding communities. The D.C. area mean beginning salary range is from $8,600-$9,000. To offset the difference in starting salaries and as a method of further compensating the teachers the offer of fringe benefits is made in this proposal. As one benefit it is suggested that the school division pay the hospitalization and liability premium of all employees. Further, benefits in terms of non-tangible items such as assistance in locating adequate housing will be possible.

Underlying the whole proposition of the starting salary and benefits is the sincere desire on the part of the City to obtain dedicated teachers who will recognize the socio-economic culture of the school division and decide to do their individual part in teaching the children of Manassas Park. This type of dedication is not impossible to find in the world today, it may be hard to find, but not impossible. People who worked in the

Peace Corp, Teacher Corp and Vista program are examples of the type of dedication desired by the City. From the sample population available to the Research Team, it was possible to determine that there was a cadre of people who are dedicated enough to work for a starting salary as stated.

Another aspect of the salary level is that in the event negotiations between teachers and board come about in the Commonwealth, the School Board will be in an excellent beginning bargaining position. The Board will not have to enter into the negotiation sessions with a high starting salary and a large package of fringe benefits already available to the teachers. In other words, the Board would have much more room in which to negotiate with this level of salary.

School Facilities:

If the School Board desires to house all students in City School Division owned facilities, it will be necessary to obtain additional classroom space. As stated earlier in the report, it is recommended that the 10th, 11th, and 12th grade students be allowed to remain in the Osbourn Park Senior High School and finish their high school program. This would allow for the least interruption of their educational program and would not put these students in a position of having to adjust to a new educational/social environment. But if the School Board makes the decision to house all students in City owned facilities then some form of remedy must be initiated to provide the proper kinds and number of teaching spaces for that sized student body. Several options present themselves to the School Board for consideration. First of all the Board can rent or lease space to house the educational program. This space can be either within the school division boundary or outside. In the event the School Board would lease space outside the School Division, transportation would have to be provided at public expense. Very little appropriate space is available within the boundaries of the City and undoubtedly the students would have to be bussed outside the division.

The second option available to the City is to rent/lease or purchase of temporary classrooms. These temporary structures can be placed on either Parkside or Manassas Park Elementary school sites. One problem with this approach is that the temporary structure can provide general purpose classroom space, but this is not the type of instructional space needed. If the School Board decides to keep all of the students in city-controlled facilities the Parkside school would have to be renovatedto accommodate a senior high school program. Without more study of the facility itself, it would be hard to adequately determine how much renovation could be accomplished, but nevertheless, laboratories and shop areas would have to be created probably as an addition to the existing structure. The point is that to adequately house a modern secondary school program in the Parkside school facility, the City would have to renovate existing space and provide for additional space. The process of renovating would consume a considerable amount of time which might not be available between April and September of this year.

MASTER CALENDAR FOR SCHOOL DIVISION

April 5 to September 1, 1976

April 10 - Board approves criteria for Superintendent and begins search effort. Requests job descriptions for other administrator positions.

April 19 - Superintendent begins work on part-time basis
Superintendent prepares resolution for Special Board Meeting. Begin development of application forms and procedures.

April 27 - Special Board Meeting
Resolution to direct Superintendent to:

1. Advertise all vacancies
2. Request quotations and/or bids for buses, equipment and materials to be purchased.
3. Approves job descriptions and organizational pattern
4. To locate office space for school division
5. Approve contract for implementation consultants

April 28 - Begin advertisement of all positions
Prepare new release concerning planning effort on new school division. Begin filing appropriate forms with the State Department of Education.

May 3 - Start interviews of available applicants
Utilize implementation team of consultants to screen and conduct initial interview of candidates for administrative jobs.

May 11 - Board of Education Meeting
Employ selected administrative staff upon recommendation of superintendent

May 12 - Employed administrators report for work
Begin interview process for selecting teachers
Prepare news release on employment of staff administrators

May 13 - Director of Instruction along with Implementation Team begin development of Personnel Policies

May 14 - Begin preparation of student assignment for next year
Begin preparation of Official Board Policies by Consultants

May 17 - Distribute bid forms for books, equipment and material for next year

May 25 - Board of Education Meeting
1. Act upon Budget Presentation
2. Approve text book orders and payment
3. Employ professional and classified personnel upon recommendation

May 26 - Classified personnel report to work - secretaries, custodians and Maintenance workers

June 1 - News release concerning progress of planning to date

June 8 - Board of Education Meeting
Act upon Superintendent's Personnel recommendations for both professional and classified personnel

Act upon first draft of Board policies

June 9 - Superintendent makes teacher assignments to schools

June 14 - Begin clean-up of schools for fall - prepare list of maintenance items to be completed before school opens

Principal's report to work in building

June 18 - Receive bids for supplies, equipment and buses in school Board Offices

June 22 - Board of Education Meeting

1. Act upon drawn-up personnel policies for division
2. Act upon received bids and accept appropriate bid

June 23 - Superintendent meets with employed cafeteria personnel to discuss work assignments

Director of Support Services begins effort to locate garage for buses

June 25 - Superintendent and Director of instruction confer with consultants and principals regarding preparation of curriculum guide for following year. Begin to develop guide

July 13 - Board of Education Meeting

Act upon Superintendent's personnel recommendations

July 27 - Board of Education Meeting

1. Act upon Superintendent's personnel recommendations
2. Act upon final draft of personnel policies
3. Approve orientation week activities and school calendar for 1976-77

July 28 - Begin notification of students of assignments - prepare letter

Begin notification of teachers of teaching assignments

Notify teachers of Orientation Week Activities by letter

August 10 - Board of Education Meeting

1. Receive copy of Curriculum Guide for Divison
2. Progress report by Superintendent on school opening
3. Act upon Superintendent's personnel recommendations

August 13 - Buses delivered to city garage

Busdriver orientation begins

August 14 - Begin delivery of textbooks, equipment and materials and supplies. Initiate distribution system for materiel

August 25 - Board of Education Meeting

1. Act upon Superintendent's personnel recommendations
2. Review final plans for opening of school

August 30 - Teachers report for Orientation Week Activities

General meeting with Superintendent, Staff and Board

August 31 - September 3 - Orientation Activities

September 7 - Students report to school

Buses begin running

September 14 - Board of Education Meeting

Budget

One of the parameters of the study was to limit the operational budget to $1.8 Million with a teacher's salary for beginning teachers of $7,500. Contained in this section of the report is a budget for the school year 1976-77. Like all documents, this budget is based upon certain assumptions about the operation of the schools. The task of building the budget was based upon the assumption that sufficient teachers would be found to work for $7,500 in the greater Washington, D.C. area. This assumption was proven correct and the budget was constructed accordingly. To give the administration and the school board a greater amount of flexibility in the hiring practices, the budget was based upon a starting figure of $8,000, $500 more than the parameter given. A budget with the lower starting salary was constructed initially. Review and analysis of this budget lead the Research Team to construct a second budget based upon the starting salary of $8,000. The reason for this was to give the school board greater latitude in their hiring practices. Perhaps the great majority of the teachers hired will be offered the $7,500 starting salary, but there may be some teachers for which the board will have to pay a higher salary for a variety of reasons such as scarcity of a certain preparation for teaching or to hire a certain person for a special position. Regardless of the reason, there is sufficient leeway within the prepared budget to enable the Board to hire as they desire.

Another assumption upon which the budget was constructed was that the 10th, 11th, and 12th grade students would stay at the county high school at which they are currently attending. If this assumption is correct, then tuition payments to the county will have to be allowed. The present budget allows for an $800 payment to the county for each of the 352 high school students.

Lastly, the budget was based upon the assumption that the City would assume approximately $1.5 Million in current debt from the county. This figure is spread over a 20-year payment which should correspond with a 20 bond life.

An Interim Budget was constructed to facilitate the School Board in allowing for funds during the interim period of April 15 to June 30, 1976 when the 1976-77 fiscal year begins. The Budget will allow the School Board to hire an Implementation Team to aid in getting the school division operational.

INTERIM BUDGET

April 15, 1976 - June 30, 1976

City of Manassas Park School Division

Board 3 x $100/month	$ 750
Superintendent - Part Time @ $100 for 30 days	3,000
Secretary - $600/month @ 2.5 months	1,500
Office Rental - 200/sq.ft. x $6	1,200
Equipment Rental - Typewriter, duplicating, copy	600
Office Expense	750
Printing	600
Communications	500
Travel	600
Consultants 30 days @ $110 plus expense and travel studies, assistance in Planning, data gathering	5,000
TOTAL	$14,500

PROPOSED BUDGET

For the School Year-1976-77

Manassas Park City School Division

Administration		$ 92,200
Board	$ 3,600	
Superintendent	24,000	
Director of Instruction	18,000	
Director of Administration & Support Services	18,000	
Secretary - 3 @ $6,000	18,000	
Fringe Benefits - 13%	10,600	
Instruction, Regular Day School-90 Teachers & Principal x $8,000 22 pupils/per teacher plus support personnel Fringe Benefits - 13%		788,370
Other Instructional Costs; including tuition payments - 352 x $800 In-Service $1,630		321,630
Attendance and Health Services		2,000
School Food Services		100,000
Pupil Transportation		41,000
Operation of School Plant		150,000
Maintenance of School Plant		90,000
Fixed Charges - Insurance, etc.		45,000
Summer Schools		2,800
Adult Education Programs		1,000
Capital Outlay		50,000
Debt Services		80,000
Contingency		26,000
	TOTAL	$1,800,000

Plan II

In the previous section of this report, a Plan of Operations was developed predicated upon the assumption that the two public school facilities now located in the city limits would be available to the City to house students. This assumption could very well become a reality and if so Plan I could be put into operation should the City be in a situation of having to educate the student population.

It is impossible to accurately predict political processes and therefore, it is prudent to plan for the unforeseen. In the event the public school facilities are not available to the City, a plan for housing City students will have to be employed. This section of the report, therefore, details a Plan of Operations which houses students in places other than the two public school facilities.

The parameters accepted in Plan I will be accepted in this Plan. These parameters are:

1. A total of 2,200 students will be educated by the City of Manassas Park - approximately 800 of the students will be in the secondary school.
2. Schools must be operational by September 1, 1976
3. Beginning salary for teachers will be $7,500.
4. The total annual budget for the operation of the school division must not exceed $1.8 million.

Teaching Staff:

In the previous section of the report, the Research Team found three different sources of supply for teachers, to man the educational program of the school division. Two sources were commercial teacher

agencies located in the greater Washington, D.C. area.

The third source of supply was a teacher placement office at a major university. All sources indicated that they would be able to supply the number of teachers desired, with the appropriate preparation to teach various subjects and levels, and would be fully certified and qualified by the Commonwealth of Virginia. The vast majority of teachers from these sources would additionally be experienced teachers. As a verifying measure of the above commitment, the Research Team questioned all student teachers at Virginia Tech to find out whether or not these individuals would be interested in moving into the Manassas area for the stipulated salary. Well over 60% of a class of approximately 100 students indicated they would like to accept employment under those conditions.

Because the Research Team found sufficient source of teacher supply from the above agencies, inquiry into the prospects of general advertisement through the local and D.C. papers was not explored. It is felt, however, that additional teachers, if needed, could be obtained simply by advertising in the papers. In summary, there is a sufficient supply of teachers to accommodate the stated plan regardless of how students are housed.

Salary and Benefits

As stated previously, the base salary of the teaching staff for the City of Manassas Park Public Schools will be $7,500. Benefits as stated earlier will obtain here also.

School Facilities

Under the Transition Statutes of the Commonwealth of Virginia when a new School Division is formed from a county as a result of a town becoming a city title to the school facilities remaining in the newly created school division remains with the county. Further, the County School Division is not required to sell or convey the facilities to the City. In the case of the City of Manassas Park and Prince William County, the two schools (Parkside Middle and Manassas Park Elementary) will remain the property of the County. Only through a negotiated agreement or through a settlement of a Claim of Equity in a circuit court can the facilities be transferred from the county to the city.

The possibility of settling a Claim of Equity in the court system seems to suggest a waiting period of time that may exceed one or two years. Further, the possibility of settlement through negotiations also seems to suggest an equal period of time lag.

If the City of Manassas Park is required to educate the children now living within the City limits beginning in either September, 1976 or September, 1977, the School Division will have to provide for educational space for the children outside of the existing educational facilities. In other words, if the School Division must take on the responsibility of educating students the School Board will have to do so without the benefit of existing structures.

Such was the problem given to the Research Team by the City officials. Precisely, is it possible to find suitable and sufficient space to house 2,200 students in time to begin operation of a School Division by September 1, 1976.

Because the City of Manassas Park is a completely residential area, suitable space to house the students was almost impossible to find. Two churches were located which could house students on a yearly lease, but no other spaces were found within the city limits. Sufficient space was found in neighboring areas to adequately house the total population of the city schools. All of the locations are within a two-three mile radius of the City, and should be easily reached by bus. Because of the small sizw of the city, efficient and short-range bus routes can be established to carry students to the located facilities outside of the City limits. Table I shows the location of the facilities available to Manassas Park Schools to house students. The churches will not need major renovation to accommodate an educational program, the warehouse areas, however, will need renovations which will provide for a pleasing educational space. These changes will be carpeting on the floor, lowering the ceiling and installation of proper lighting, and some kind of wall treatment. All of these cosmetic features are relatively simple to complete in a short time and are not exhorbantly high on cost. The warehouses could easily be converted within a month. The renovation would also entail either addition or improvement of boys and girls restrooms. In all cases of the warehouses these additions would be accomplished well within the time-frame allocated to preparing the facilities.

None of the facilities, including the churches, could support a hot lunch program for lack of kitchen facilities. The School Division could, however, exercise two options regarding the lunch program. The School Division could require all students to bring a lunch from home and the students would eat in some designated spot in the facility, probably at a school desk. The other option available to the School Division would be to contract with a fast foods company such as the American Restaurant Association, to provide hot lunches for all students. The meals could be catered into each facility and served from the containers. Very little space would be needed for this operation and in all cases, the identified community facility could accommodate this operation along with the recommended number of students. The cost of the meals is well within the price range of the typical "Type A" lunch now served in the county schools. The Research Team contacted two companies and were advised that there would be interest in bidding for such a job.

The big problem the Research Team faced in identifying educational facilities was how to accommodate a modern science and vocational education programs. The typical high school program offers Chemistry and Physics in addition to General Science, Laboratory Science, Biology, and in some instances Zoology. Physics and Chemistry both need student labs to complete the necessary experiments. These subjects demand gas, electricity, and water at the student station. This requirement can be accommodated by the use of portable science equipment which contains the necessary utility. These stations can be utilized for both Chemistry and Physics and are self-contained. A science room can be outfitted with this type of equipment to handle a modern science program.

The Vocational Education offerings presented a different type of problem because portable equipment could not be introduced to provide for the program. The Research Team, therefore, recommends the introduction of an Industrial Corporate Training program. Under an ICT program, the students utilize the resources of the community to gain the necessary instruction in a variety of trades and occupations. Trades as varied as Cosmotology, Brick-Laying, Auto Mechanics, and Distributive Education can all be accommodated under an ICT program. With such a program in operation, the number of students needing housing at any one period of time will be reduced somewhat. Thus the identified facilities will be very adequate for the contemplated number of students.

The modern elementary and secondary educational programs require physical education, this subject is even mandated by the Commonwealth. For the elementary school students, the physical education requirement would have to be met through an outdoor physical education and indoor health program. In almost all of the facilities located there is, however, a large area in which physical education games and exercises could be accommodated during inclement weather. For the high school students this type of arrangement is less than satisfactory. The high school students and the junior high school students will have to have an area in which to house their program. It is, therefore, recommended that the roller-skating arena on Reb-Yank Street be leased to provide an area for physical education for secondary school students. The students could be

bused from their location to the arena for physical education and bused back. The arena would allow the teaching staff to meet the needs of the student in the subject of Physical Education. With sufficient time, all of the facilities could be in top shape by the time school opens in the fall. What renovation that is needed could be accomplished in plenty of time through the leasor. The arrangement would be the quickest and most economical for the School Division.

Table I lists the community facilities identified by the Research Team as being available to the School Division for housing the educational program beginning September 1, 1976.

TABLE I
MANASSAS PARK CITY SCHOOL SYSTEM

Facility	Number of Spaces	Total Sq. Ft.	Sq. Ft. Cost	Total Cost Per Yr.	Lease or Rent	Type Furniture In Use	Type Furniture Needed	Grades	Number of Students	Contact Agent	Comments
Warehouse 9740 Euclid	1	2,500	$6.00	$15,000	Lease	None	Student Desks, Chalkboards, etc.	Secondary	80		
Warehouse 9759 Euclid	7	10,500	$6.00	$63,000	Lease	None	Student Desks, Chalkboards, etc.	Secondary	350		
Warehouse 9700 Euclid	3 @ 3500	10,500	$700 per mo.ea.	$25,200	Rent	None	Student Desks, Chalkboards, etc.	15 spaces Middle School	350	Mr. Hodges or Gary Sills 751-0404	
Warehouse Furniture World - 9022 Centerville	19	6,000	$1600 per month	$19,200	Rent	None	Student Desks, Chalkboards, etc.	19 spaces Middle School	8 x 25=200 11 x 15=165		no utilities
First Baptist Church Manassas Dr.		2,250	$6.00	$13,500	Lease	Small Chairs & Tables	Student Desks, Chalkboards, etc.	Kindergarten & Elementary	75		
Lockwood Baptist Baker Street		5,250	$6.00	$31,500	Lease	Student Tables & Chairs	Some Students Desks & Chairs	Primary	175		
Emmanuel Baptist Church-8006 Centreville	20	20,000	$5.50	$110,000	Lease	Kindergarten, Table & Chairs	Elementary	Elementary	500	368-9206	
St. Thomas Methodist 9514 Westmoreland	7 Medium 1 Aud.	8,600	$5.50	$47,300	Lease	Kindergarten	Elementary	Elementary	140 Aud. 75 215	368-5161	
Hayloft Bldg Belle Ford Road		5,000	$4.00	$20,000	Lease	None	Student Desks, Chalkboards, etc.	Secondary	175		
Roll-R-Way Reb-Yank Drive		10,000	$6.00	$60,000	Lease	None	Student Desks, Chalkboards, Partition, etc.	Primary or Secondary	325	Mr. Nichols Manager 368-0797	

Calendar

The Calendar developed in the previous section of this report and found on page will also obtain for Plan II. The only exception will be that the Director of Administrative and Support Services will have to immediately begin developing a lease form to use in obtaining the needed facilities. This task should be one of the first jobs of the Director and should be completed by May 1, 1976. The leases should be executed by the School Board at the May 21st meeting. This time-frame would allow for the leasor to renovate if needed. This time would also allow for the distribution of equipment, materials, books and supplies. All other beginning dates and deadlines developed in the calendar printed in the above section will be applicable to this plan of action.

Budget

The basic parameter regarding the budget for the school division for 1976-77 is that of the limit which will be $1.8 million. In the previous section of the report a budget was developed which would enable the school division to operate for the coming school year. A budget for the school division for 1976-77 for operation under Plan II is included in this section. The difference between the two documents is the allowance for leased space and the disallowance for tuition payments to the County School Division for the 10th-12th grade students to attend county high school. There is, however, a debt service item which would

allow for assumption of the debt portion from the county as required by statutes. Again, as in the previous budget, the allowance for teacher salaries was set at $8,000 rather than the $7,500 as stated in the parameters of the study. The reason for this difference is that the overall salary figure will allow some deviation from the $7,500 in offering salaries to experienced teachers. This would mean that some and maybe a large number of teachers will be hired for the $7,500, but that there would be some teachers hired for a figure more than the base amount. The option is there in case the School Board desired to exercise it, but if the Board desired to hire all teachers at $7,500, obviously the funds would be available. The salary savings if such were the case would be $45,000 - (90 teachers X $500 savings).

PROPOSED BUDGET

For the School Year-1976-77

Manassas Park City School Division

Administration		$ 92,200
Board	$ 3,600	
Superintendent	24,000	
Director of Instruction	18,000	
Director of Administration & Support Services	18,000	
Secretary - 3 @ $6,000	18,000	
Fringe Benefits - 13%	10,600	
Instruction, Regular Day School-106 Teachers & Principal X $8,000 22 pupils/per teacher plus support personnel Fringe Benefits - 13%		918,034
Other In-Service $1,630 Instructional Costs;		115,336
Attendance and Health Services		2,000
School Food Services		50,000
Pupil Transportation		128,630
Leases & Rentals		365,000
Fixed Charges - Insurance, etc.		45,000
Summer Schools		2,800
Adult Education Programs		1,000
Debt Services		80,000
	TOTAL	$1,800,000

INDEPENDENT CONTRACTING OF THE EDUCATIONAL PROGRAM

The Concept

During the initial talks with the City Officials of Manassas Park, the Research Team suggested that because of the unique situation in which the City is located, different approaches in developing a delivery system for the educational program in Manassas Park might be considered. The traditional and usual delivery system is that of the locally constituted school division which employs teachers and other staff members to actually conduct the educational program. Alternative approaches to this delivery system might be through contracting with a private or other governmental concern to provide the educational program for the school children of the City. In other words, the City School Board would contract with an outside agency or group to do all of the work entailed with running an educational program within the school division. Such a concept is not without precedent in the United States. The most recent experiments with the voucher program to conduct segments of an educational program for a school division are an example of the concept under discussion. Other examples exist of either private companies or other governmental agencies conducting educational programs on a contractual basis for the parent agency or company. Without belaboring the point, the concept is well established in the field of education. The uniqueness of the situation in this particular instance would be that the vendor would also have to properly house the students if the public school facilities are not made available to the City of Manassas Park. The concept is also unique in that there has not been a case of an organization other than the local school division delivering the <u>entire educational program to all of the students in the division</u>. The uniqueness of the concept

does not, however, negate serious consideration of this approach in the case of Manassas Park. At the present time, the school division does not have any staff and just recently has a School Board. If an ideal situation existed to implement such a concept, Manassas Park is indeed ideal.

Legal Opinion

The Research Team began explorations of the concept of contracting the entire educational program to an outside agency by contacting the State Department of Education. The Deputy Superintendent of Public Instruction, Dr. William Cochran was contacted regarding the feeling of the SDE. He informed the Research Team that as far as the State Department of Education was concerned there was nothing illegal about the arrangement. He agreed that there was sufficient precedent to establish the concept as a viable alternative for the City of Manassas Park School Board to consider. He further stated that the school division would have to obtain a ruling from the Attorney General of the Commonwealth before they actually entered into an implementation stage. Such a request for an opinion would have to be initiated through either the office of the Commonwealth Attorney or the State legislator. The School Board of Manassas Park, the City Council or the city officials could initiate such a request by letter form.

Procedures for Developing a Bidding Prospectus

Assuming that the Attorney General of the Commonwealth issues a favorable opinion regarding the implementation of the concept of contracting

for the entire educational program of the school division, the School Board would have to prepare documents to enable vendors to bid on the job. The Commonwealth statutes state that a School Board must let by the bidding process any contract in access of twenty-five hundred dollars. Therefore, the School Board would be required to submit this proposal to the bid process before a contract could be entered into with an outside agency. The School Board in the present situation would have to employ consultants to help write the specifications of the educational program to be contained in the bid documents. The specifications would have to state in specific terms the exact nature of the educational program and contain safeguards to the effect that the educational program that will be devlivered meets all standards of the Commonwealth of Virginia and that all employees will be fully certified by the Commonwealth. Such safeguards are necessary to protect the school division and to insure continuance of state aid.

In as much as time is of the essence in the present situation, all haste would have to be employed to fully develop the specifications, to adequately advertise the offer to the private sector, to qualify bidders, to evaluate the bids, and to allow sufficient time for the successful bidder to assemble the program and staff.

Time Frame

A four month lead time is the absolute minimum the school division must allow for successful implementation of the concept of outside contracting for the educational program of the community. This timeframe would allow for the completion of the bid specifications by a team

of educators. This task should be completed by May 20, 1976 with the bid interval of 30 days by which the vendor must submit a bid. The above date assumes that the necessary Attorney General opinion has been obtained and legal network necessary to support the concept has been established. The May 20th deadline does not give the School Board too much time to obtain the opinion and establish the processes, but with diligent effort through a team approach, the task could be accomplished. The School Board will have to make a decision regarding the implementation of this concept as soon after the 15th of April, 1976 as is humanly possible. Following the decision to implement this idea, the Board will have to employ a team to write the specifications.

Sources of Vendors

The Research Team made some discrete inquiries regarding the availability of private concerns which might be interested in bidding for such a job as needed by the School Division of the City of Manassas Park. Two commercial firms in the Washington, D.C. area were contacted to ascertain their interest. Both firms indicated a strong interest in the prospects of such a bidding offer and stated that they would indeed bid for the work. In the interest of both firms they will remain unnamed in this report. The firms will, however, be identified to the city officials and school board. But in talking with the president of each firm, the Research Team gained the impression that there would be many more firms interested in making a bid. The conclusion is that there would be great interest in the idea by commercial firms to warrant strong competition among bidders. The School Board would undoubtedly desire to have the bidders qualified and would

have to establish the criteria for the pre-qualification of each bidder. This task would have to be accomplished by the May 20th date.

Advertisement of the bid process could be accomplished through the standard reference journals. In addition, the educational exhibitor's association could be contacted to secure additional interested bidders. The team of administrators who write the specifications for the bidding process will have to also take responsibility for the advertisement of the bid.